

Defense Language Program



Defense Language Transformation

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(Plans)



GOAL

Transform the way language and regional expertise is valued, developed and employed within the Department of Defense.





STUDIES INFORM OUR EFFORT

- Dr. Jerome Smith report on the Defense Language Institute Foreign Language Center
- SAIC five study areas:
 - Developing language and regional knowledge
 - Management of Foreign Area Officers
 - Management of linguists
 - Current requirements processes -- Options for embedding language in/or providing language ability to operational units
 - Language management at COCOMs
- Defense Language Institute Transformation White Paper
- Defense Language Transformation Team:
 - Military and civilian career management issues - 3/3/3
 - Reserve forces life-cycle management
 - Foreign Language Proficiency Pay
 - Current organic capability - Data bases and pre-deployment language training
- Civilian Linguist Reserve Corp
- National Flagship Language Initiative



DoD SHOULD HAVE...

- Foundational language and cultural expertise in the officer, civilian and enlisted ranks for both active and reserve components.
- Capacity to surge language and cultural resources beyond these foundational and in-house capabilities.
- Cadre of language professionals possessing a level 3/3/3 ability.
- Process to track the accession, separation and promotion rates of linguist and Foreign Area Officers.

-- ***Roadmap due to DEPSECDEF by 9/30/04.***

To assist in meeting these goals, transformation of the Defense Language Institute Foreign Language Center in terms of qualitative improvements to achieve the desired outcome, and expanded roles in providing language support will be required.



SELECTED FINDINGS

- DoD does not have an effective foreign language oversight process.
- DoD does not have a comprehensive and integrated strategy for language and regional expertise.
- DoD has not completed a zero-based review of requirements for language and cultural expertise. No capabilities based review.
- The Combatant Commands lack a common and systemically applied process for requirements determination.
- Without a system for determining language and regional expertise capability needs, Combatant Commands underestimate their language requirements. When requirements are not articulated, the system does not respond.



FINDINGS

SELECTED

- With only a few exceptions, the Combatant Commands:
 - Have not established Command Language Programs or a language proponent.
 - Do not explicitly consider language and regional expertise in operational planning.
- No mechanism exists to assess DoD or Combatant Command language readiness.
- Current practices for contracting civilian linguist support have created significant problems, which degrade operational effectiveness and security.
- DoD does not have a comprehensive and accurate database of DoD personnel with language and regional expertise.



SELECTED FINDINGS

- While Defense Agencies and Service have established procedures for forecasting critical languages, there is no process being used or criteria available for standardizing DoD critical languages list to support planning.
- FAO skills have not been traditionally perceived as critical warfighting skills.
 - Military Departments have adopted different approaches to meet the Services FAO program requirements, but not all of the Services' programs fulfill the establish and future requirements.
 - Combatant Commands have undocumented requirements for FAO coded-billets that have not been recoded on Joint Manning Documents due to concerns that they will go unfilled.
 - Current practice of filling language and FAO coded billets with non-qualified personnel effectively hides requirements that are routinely filled with personnel who do not meet all of the requirements.



THE WAY AHEAD

- **Fix Governance**
- **Revise DoDD 5160.41, Defense Language Program**
- **Revise DoDD 1315.17, Service Foreign Area Officer Programs**
- **Create Transformational Roadmap**
- **Create Defense Language Readiness Index**



Fix Governance

- **Establish Senior Language Authorities**
- **Establish Defense Foreign Language Steering Committee with Defense Foreign Language Action Committee as AO support.**
- **Establish a Defense Foreign Language Officer to:**
 - **Establish and oversee policy regarding the development, utilization, and management of language and regional expertise within the force;**
 - **Monitor the promotion, accession and retention of individuals with these critical skills;**
 - **Explore innovative concepts to expand capabilities; and**
 - **Establish policies to identify, track, and maximize the use of civilian employees as well as members of the armed forces to meet requirements for language and regional expertise.**



SENIOR LANGUAGE AUTHORITY

Responsible for assessing language needs, tracking language assets, and identifying emerging policy requirements.

OSD [USD(P&R)]

Army

Navy

Marine Corps

Air Force

Chairman of the JCS

DIA

NSA

DTRA

USCENTCOM

USEUCOM

USNORTHCOM

USPACOM

USSOUTHCOM

USJFCOM

USSOCOM

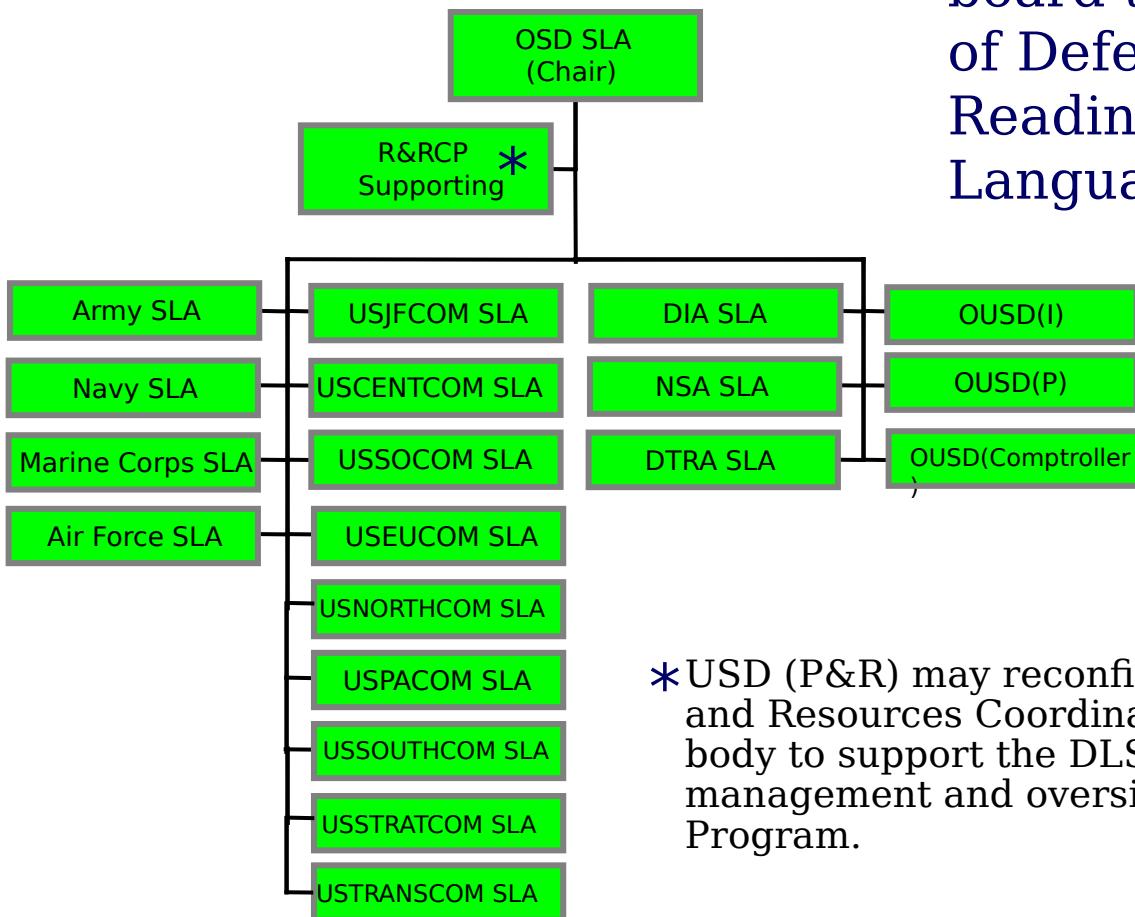
USSTRATCOM

USTRANSCOM



DEFENSE LANGUAGE STEERING COMMITTEE

Recommends and coordinates language policy, identifies present and emerging needs, identifies training and financial requirements, and serves as an advisory board to the Under Secretary of Defense (Personnel & Readiness) for the Defense Language Institute.



*USD (P&R) may reconfigure and revise the Requirements and Resources Coordinating Panel (R&RCP) as an action body to support the DLSC as necessary to ensure management and oversight of the Defense Language Program.



DEFENSE LANGUAGE INSTITUTE FOREIGN LANGUAGE CENTER

- Department of the Army – Executive Agent for operations.
- USD (P&R) to take appropriate action to increase visibility and oversight of funding.
 - ✓ USDR (P&R) to create an OSD level Program Element or other appropriate method



Revise DoDD 5160.41

Drafting under way. Under consideration, for example:

“Language and cultural expertise are critical competencies essential to the DoD mission and shall be managed to maximize the accession, development, sustainment, and employment of these critical skills.

- Military units deploying to or transiting foreign territories shall be language enabled with a capability to communicate in the languages of the territories of deployment or transit.**
- During times of critical need, the Department will make full use of available assets by sourcing requirements without regard to Service affiliation and by personnel reassessments.**
- All personnel will be screened upon accession for possession of language and cultural or regional expertise.**
- The DLIFLC shall be the coordinator of all Foreign Language Training within the Department of Defense.... “**

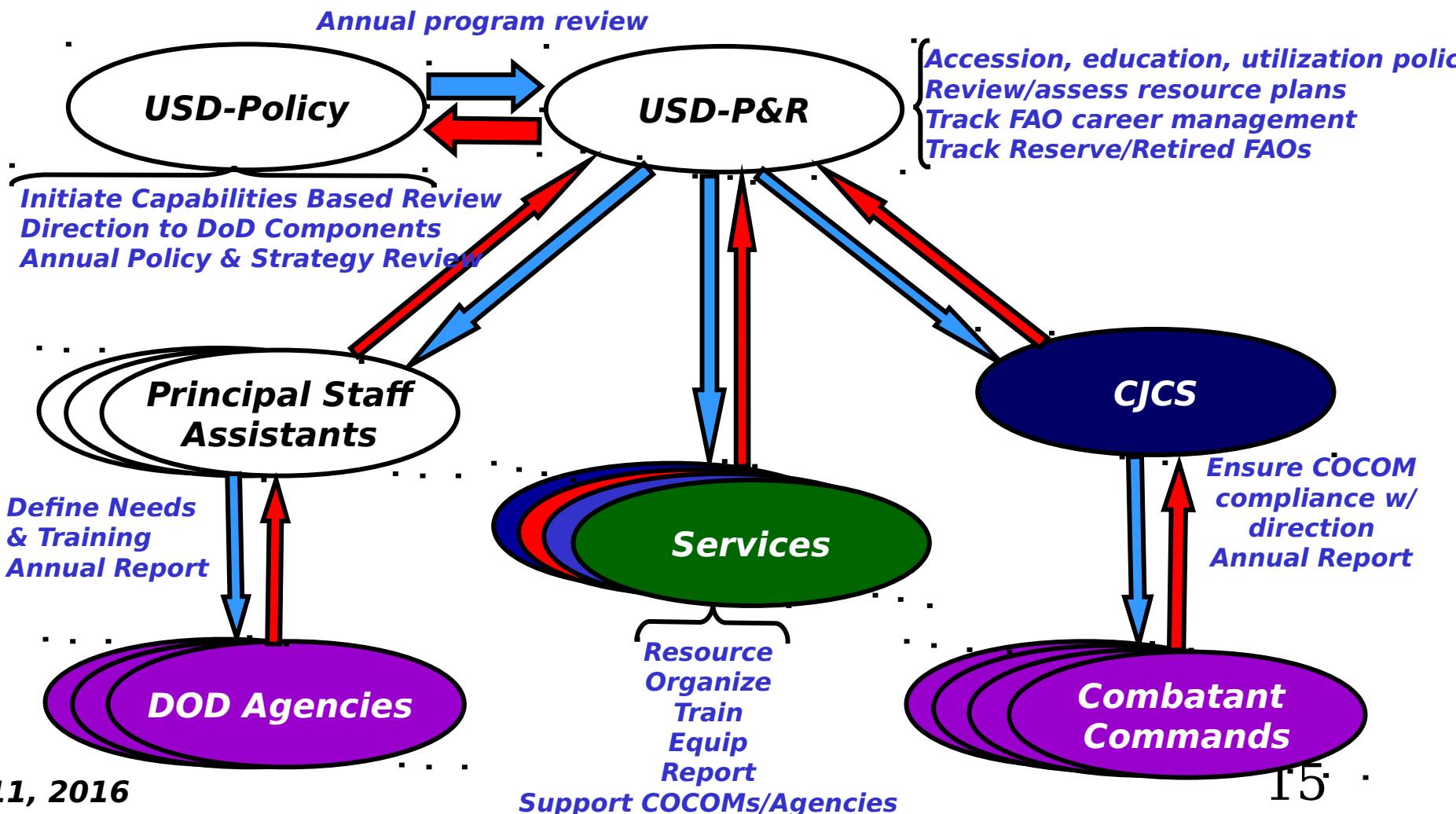


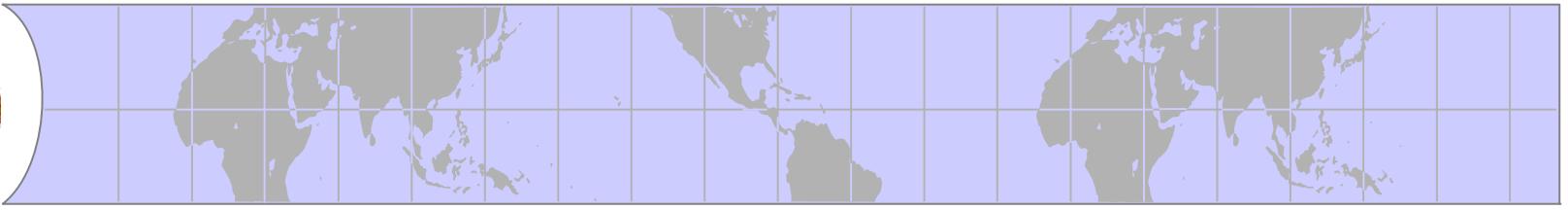
Revise DoDD 1315.17

- **Goal is to encourage the development of additional FAOs for the Department, and to engage FAOs in the Combatant Commands.**
- **Requires identification of necessary capabilities in terms of regions and languages.**
- **Requires the Combatant Commands to include FAO “requirements”.**
- **Requires increased attention to the promotion and utilization of FAOs.**



Proposed Responsibilities





BACK UP



FOUNDATIONAL LANGUAGE AND CULTURAL EXPERTISE FINDINGS

- DoD does not have a comprehensive and integrated strategy for language and regional expertise.
- Services do not consider language and regional expertise as critical warfighting skills.
- DoD does not have an effective plan to administer short language and familiarization courses to deployment forces.
- Officers in “middle management” levels doubt the increase in language and regional expertise requirements contribute to warfighting¹⁷ and peace-winning



SURGE CAPABILITY FINDINGS

- The Combatant Commands lack a common a systematically applied requirements determination process.
- With only a few exceptions the Combatant Commands:
 - Have not established Command Language Programs or designated a language proponent.
 - Do not currently explicitly consider language and regional expertise requirements in operational planning.
- The Combatant Commands, Military Departments, and Defense Agencies draw a
 - distinction between linguists in intelligence-related specialties and other services
 - members who speak a foreign language.
- Current DoD Joint directives and regulations do not establish policies and procedures
 - for identifying and validating all linguist requirements.
 - In the absence of OSD guidance, the Services policies and procedures focus primarily on training,



SURGE CAPABILITY FINDINGS (CON'T)

- Current Service readiness reporting systems can record the status of linguist fill language-coded billets, but lack the means to determine the language readiness of a Service.
 - No mechanism exists to assess DoD or Combatant Command language readiness.
- DoD does not have available a Civilian Linguist Reserve Corps (CLRC) as recommended in a feasibility study provided to the U.S. Congress in compliance with the requirements of the Intelligence Authorization Act for Fiscal Year 2003
- Current practices for contracting civilian linguist support have created significant problems, which degrade operational effectiveness and security.



3/3/3 CADRE

- FINDINGS

- Service requirements and DLI training programs have not been modified to incorporate additional emphasis on speaking proficiency.
 - Current training does not provide the Combatant Commands and Defense Agencies with personnel capable of speaking a foreign language to meet operational requirements.
- The National Security Education Program (NSEP) can neither expand to additional languages nor increase the number and diversity of students in the National Flagship Language Initiative (NFLI) programs without substantial additional funding.



LINGUIST AND FOREIGN AREA OFFICER DEVELOPMENT FINDINGS

- DoD currently does not have a comprehensive and accurate database of DoD personnel with language and regional expertise capabilities.
- DoD lacks an effective foreign language oversight process. Service foreign language oversight processes are limited and tend to focus on intelligence requirements.
- While Defense Agencies and Service have established procedures for forecasting critical languages, there is no process being used or criteria available for standardizing DoD critical languages list to support planning.
- FAO skills have not been traditionally perceived as critical warfighting skills.
 - Military Departments have adopted different approaches to meet the Services FAO program requirements, but not all of the Services' programs fulfill the establish and future requirements.



LINGUIST AND FOREIGN AREA OFFICER DEVELOPMENT (CON'T)

- Current policies for the payment of FLPP do not encourage non career linguists to maintain their language proficiency. There is a substantial disparity between AC and non-mobilized RC linguists, virtually eliminating the effectiveness of FLPP as an RC retention incentive.
- Multi-language technology can fill a modest level of language requirements in some contingency situations, but will not provide capabilities comparable to those of a proficient human linguist for the foreseeable future.



DLIFLC TRANSFORMATION

- FINDINGS

- The governance process for the DLIFLC suffers from outdated directives, informal changes to what should be a formal structure, and missing high level participation.
- Funding for DLIFLC is subject to Army constraints and balances typical of the POM processes.
 - Projected training load are prioritized with other Army G-3 requirements.
 - Although funding will cover most validated training requirements, other functions such as test development, curriculum renewal, staff and faculty strength will not be supported.
- DLIFLC is operating at or near capacity and will need new buildings to increase its capacity to meet new demands for language training.